--------------------------------------------------------------------------------------------------------- GE 2004

*Letter to Shareholders,*

Dear Friends,

How can these goals be met by a company with more than

300,000 employees and 500 manufacturing and assembly plants and dozens of other operating locations around the world?

• By insisting that every GE employee and every GE leader become a part of our EHS team.

• By empowering our 1,000 outstanding EHS professionals to develop and drive EHS processes and metrics into the company’s operating system.

• By making EHS performance something that is measured and valued across GE — something that is embedded in our DNA.

We set our expectations high and we are committed to full compliance with environmental laws and regulations. We apply world-class standards for compliance and safety no matter where we do business. We provide more EHS training than any other company in the world and we apply Six Sigma resources and dig- ital tools to achieve our goals. We regularly review our progress and make the results visible to leadership.

We believe our results are outstanding but it isn’t our opinion that matters. It is up to you and other stakeholders to decide if we have lived up to our responsibilities. In doing so, we hope you will consider some of our successes and our plans for improvement.

For example, 2003 was our best year ever for safety:

• We reduced our injury rate 12% and our Lost Time rate by nearly 18% over 2002.

• This means we had 820 fewer worker injuries than

in 2002, saving the company more than $5 million in direct costs over 2002.

GE is one of the world leaders when it comes to employee safety. We are among the leaders in sites certiﬁed under the U.S. Occupational Safety and Health Administration’s Voluntary Protection Program. We also extend this excellence to our sites around the world. GE now has nearly 80 sites outside the U.S. that have been certiﬁed as being the best of the best when it comes to safety.

There are two areas where we are not satisﬁed with our progress. While we have fewer injuries every year, we still had four employee fatalities in 2003. The other area is wastewater exceedances, where we are not seeing the big year-to-year reduc- tions we’ve seen in the past. We’ ll be refocusing our efforts to drive more progress on this in 2004.

Finally, we are extremely proud of our product story. GE is the world’s leading manufacturer of energy-efﬁcient power generation equipment and consumer products. GE is supporting government energy efﬁciency programs around the world. Our Consumer and Industrial business recently was named the Energy Star Partner of the Year by the U.S. Department of Energy and U.S. Environmental Protection Agency for our commitment to providing energy- efﬁcient appliances and lighting products.

We are proud of the job our employees are doing to protect our environment, to work safely and to be a good neighbor. We hope you will conclude that GE is doing a good job to protect our environment, to work safely and to be a good neighbor. We know it’s our responsibility.

• We added 31 sites to our expanding list of GE facilities that have been certiﬁed as meeting the highest standards for safety excellence.

Jeffrey R.Immelt

*Chairman of the Board*

*and Chief Executive Ofﬁcer*

Stephen D.Ramsey

*Vice President Environmental Programs*

----------------------------------------------------------------------------------- Supplementary information

What does it mean to be “responsible” when it comes to protecting the environment and the health and safety of your employees? At GE, the answers come down to a clear set of goals we pursue relentlessly every day:

• comply with the law wherever we do business;

• keep our people safe on the job;

• be good neighbors in the communities where we live and work;

• address historical contamination issues cooperatively and completely; and,

• incorporate this vision into our processes and products.

--------------------------------------------------------------------------------------------------------- GE 2005

A Letter from Jeff Immelt

**Chairman of the Board and CEO, General Electric Company**

**Dear Friends,**

GE’s heritage of leadership spans the terms of nine chairmen, generations of employees and decades of business transfor- mation. We have a history of ﬁrsts in technological innova- tions and in management practices that have inﬂuenced the way businesses grow and lead. And we are known for a per- formance culture that consistently delivers results. But these accomplishments alone will not ensure our leadership in the future. Leaders and companies that seek to continue to lead must perform with an unyielding integrity that earns the trust of our stakeholders — integrity in our relations with customers and suppliers; integrity in our disclosure to shareholders and creditors; integrity in our products; integrity in our relation- ships with our employees; integrity in our compliance with legal and ﬁnancial rules; and integrity in our interactions with regulators, media and communities.

GE has consistently reﬁned and increased its citizenship efforts as the Company has grown. So while this report presents progress in our long-standing efforts in areas such as compli- ance, and environmental health and safety, it also illuminates two areas in which we believe GE can proactively and positively inﬂuence the practice of business and its impact: 1) governance and 2) global natural resources and demographics.

**Governance:**

**Making Integrity Visible**

Over the past few years, we have made substantial progress in our governance practices and strengthened our long- standing commitment to performance with integrity. We have substantially increased disclosure and improved transparency, and we have implemented controllership processes ahead of regulatory timelines. Our engaged and independent board has led the effort to align CEO and executive compensation with investor interests.

**Global Resources and Demographics: Investing to Meet Future Needs**

By taking a broad view of fundamental global trends, including energy consumption, the growing need for more renewable energy sources, and the increasing scarcity of potable water, GE can help address important global issues while laying the foundation for our future growth. Our Company is developing wind and water technologies that provide renewable energy and clean water, and is developing more energy-efﬁcient products such as hybrid locomotives, gas turbines and ENERGY STAR appliances.

GE is also looking at demographic trends that will create global needs and business opportunities in the years ahead. One compelling example is reﬂected in healthcare; as people across the world are living longer, more of them are suffering from diseases including Alzheimer’s, heart disease and cancer. GE has invested in businesses that give it the scale and broad reach needed to transform the way medicine is practiced, and we are developing more advanced programs that can result

in much earlier diagnoses and more speciﬁcally targeted ther- apies. GE also continues to invest research and development dollars in technologies to offer greater access to and higher quality of care.

These are cases where a lack of resources and a surge in demographic trends are directing our business strategy while also allowing us to solve real customer problems that can contribute positively to the quality of life. To me, opportunities to do business and do good are not mutually exclusive, nor

are they less valuable for having a positive business impact . This marriage of business opportunity with global need can create a model that our own Company and others will see as an opportunity to deliver more than ﬁnancial performance and have a far-reaching impact .

GE, by virtue of its products and services, and its performance, plays a vital role in both business and society. In fact , I believe that we have the opportunity to make an impact that few companies can — in ways that improve how we live and how we work. However, we are still a company working to stay competitive, return value to shareholders, develop our employ- ees and make a positive difference to all of our constituents. This is never an easy balance. But I am an optimist . As a learn- ing company, GE will continue to examine where we can make a difference, and how we can improve. We are committed, to performance with integrity and to being a good global citizen.

**Jeffrey R. Immelt**

Chairman of the Board

and Chief Executive Ofﬁcer

--------------------------------------------------------------------------------------------------------- GE 2006

**A letter from Jeff Immelt**

**Dear Friends,**

Today, even as the world has seemingly grown smaller through the enablement of technology, communications, travel and a global economy, it has also grown bigger through the demographics of population growth and all of its subsequent needs— healthcare, housing and clean water to name a few.

Within this new landscape, our opportu- nities and responsibilities as a company are greater, and our response is more important than ever before. In an era when the idea of “big” is often viewed as a negative, we see the potential of “big” with great optimism. We call this year’s report “Solving Big Needs.” It’s a look at how one company sees its responsibility, mission and place in the world.

Making an impact on big problems takes two qualities. We must be a great company— with the capability, reach and resources to make a difference. But we must also be a good company—because true impact means deﬁning success in ways that go well beyond the bottom line.

There is an alignment between the world’s most pressing needs and the areas of our most aggressive investment . As the world’s need for cleaner, efﬁcient forms of energy grows, we are creating new technology and building new capacity to meet those needs. As sources of clean water become scarce, our ﬁltration and desalination technologies expand supplies. Our technologies and products are making possible a new era of efﬁciency and environmental performance in rail and aircraft engines. Our leadership in diagnostics and biosciences puts us on the front lines of a revolution in how we can see and treat the human body. We are at the forefront of new processes and structures— like nanotechnology—with potential so

great the world is just beginning to grasp the possibilities.

Beyond these market-facing efforts, we believe that we can have a positive impact through the way we manage size within our own walls. This report details our systems of governance, compliance and our Environment , Health & Safety programs that beneﬁt from the rigor and oversight that size requires. It provides metrics that show where we are improving—and where we must continue to focus to raise our perfor- mance to our aspirations.

Clearly, we have the resources and focus to make an impact across a range of press- ing needs. But does that alone deﬁne a good company? Not entirely.

The difference is in how we engage with all those who have a stake in our success, the standards we set for ourselves, and our responsibility to the world around us. The baseline is integrity. We believe a company— especially a leader with our visibility—must perform with integrity in its interactions with customers, employees, regulators and communities. A good company leads by example, not words.

In this report we offer a closer look at two areas where an innovative company and a better world come together. One is our portfolio of ecomagination products and services. The other is how we are help- ing to provide the infrastructure to improve economies and lives in emerging markets.

“Solving Big Needs” is an aspiration that inspires us—and reminds us of our responsi- bility and our challenges. Each year we strive to reach the right balance and fulﬁll our opportunity to be both a great company— and a good one.



**Jeffrey R. Immelt**

Chairman of the Board

and Chief Executive Ofﬁcer, General Electric Company

----------------------------------------------------------------------------------- Supplementary Information

Since GE’s inception, its fortunes as a company and its impact on society have been inextricably linked. Inventions like the light bulb and the X-ray, the ﬁrst U.S. jet engine and television broadcasting have all had an inﬂuence that is much more far- reaching than ﬁnancial performance alone.

This simple idea of interdependence between business and society remains at the heart of our Company. What has changed, however, is the size and scope of our Company and of the growing needs of society.

---------------------------------------------------------------------------------------------------------------------

**A letter from Brackett Denniston and Bob Corcoran**

**Dear Friends,**

**GE’S CITIZENSHIP FRAMEWORK**

Citizenship at GE is based upon three key interrelated dimensions.

At GE, we believe the essence of corporate citizenship is the ability to link integrity and performance so tightly and on so many lev- els that good corporate citizenship is simply part of who we are, what we do, and the results we achieve.

Good citizenship sets a challenging goal— high performance with high integrity. Citizenship at GE has three key interrelated dimensions.

**Strong economic performance over a sustained period of time.** Such long-term performance provides multiple beneﬁts to shareholders, creditors, employees, retirees, customers, suppliers and communities.

**Rigorous compliance with fundamental accounting and legal requirements.** Sustained economic performance must be built on the foundation of rigorous compliance with all ﬁnancial and legal rules—and on compliance systems and a compliance culture that require time, effort , resources and, most importantly, leadership.

**Going beyond compliance by supporting ethical actions** and the reasonable concerns of stakeholders where there are opportunities to create beneﬁt for society and the long- term health of the enterprise.

One important way we support our culture is to tap into the power of learning—the same fundamental force that drives consistent improvement in all our businesses. By that we mean a tone and an environment of pro- ductive skepticism with the way things are. There are always better ways, and it is our job to ﬁnd them—whether that is growing a business or reporting our results or building our communities.

You’ll see the results of our continuous improvement in citizenship throughout the company. At the same time, in this report we have highlighted the following four speciﬁc areas in which we aspire to be a leader:

**Ecomagination**—accelerating the develop- ment, marketing and visibility of products that will help our customers meet pressing environmental issues across a variety

of industries. We have also set ambitious targets for reducing the emission of greenhouse gases and increasing the energy efﬁciency of our operations.

**Emerging Markets**—a vital part of GE’s growth strategy in the years ahead—but to be successful we must integrate citizenship from day one, solve big needs and create value for local communities.

**Compliance and Governance**—our compliance systems have brought all our business leaders into the process—not just our ﬁnance and legal staffs. Maintaining high standards of compliance and gover- nance supports a high performance, high integrity culture.

**Environment , Health & Safety**—our EHS management system is designed to establish global standards, promote business leadership, responsibility and

accountability for performance. GE does this by providing our employees with the information and training they need to meet GE’s demanding EHS expectations and maintain the monitoring systems to ensure we meet these expectations everywhere we operate, including emerging markets.

We have selected these areas based on their relevance to our business today and see them as vital to maintaining our business and strengthening our citizenship performance. Further, they reﬂect our belief that GE is well positioned, because of our size and scale, to solve big needs. Over time, we will identify new areas where we hope to lead.

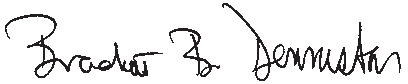
Even with the best intentions, size and success make it easy to become insulated— even isolated—from constituencies, leading to a creeping satisfaction that because we’re GE, we’re right . We work hard to beat down that big-company arrogance.

The best way to ﬁght that temptation is to listen. To drive continuous improvement in policies that truly address the concerns of our stakeholders, we must have a very clear understanding of what those concerns are. We work very hard to establish candid two- way communications. One example: asking our stakeholders around the world to review our ﬁrst Citizenship Report and to give us their ideas on the efforts it describes. We have integrated feedback from those sessions into this report and in our citizen- ship targets moving forward.

Ultimately, turning good intentions into results comes down to leadership. It’s the difference between intention and impact . We are developing the kind of leaders who understand what true corporate citizenship means, and know how to drive it into the DNA of their businesses. We work with them to set the right goals. We give them the support they need. We demand account- ability. And we keep score.

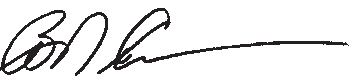
This is not an effort of a few of us—but of all of us. And of that we are very proud.

Sincerely,



**Brackett B. Denniston III**

Senior Vice President & General Counsel



**Robert L. Corcoran**

Vice President , Corporate Citizenship

& Chief Learning Ofﬁcer

----------------------------------------------------------------------------------- Supplementary Information

It is a lot easier to say you are a good corporate citizen than to be one. Citizenship is not a promise, not a program, not a set of good intentions. It is a full-time commitment—with the same kind of goals, strategies and accountabilities that drive any other part of our business.

**1.** Strong economic performance and stakeholder impact

**2.** Rigorous compliance with fundamental accounting and legal requirements

**3.** Going beyond compliance by supporting ethical actions

--------------------------------------------------------------------------------------------------------- GE 2007

**A letter from Jeff Immelt**

**Dear friends,**

As GE’s place in the global economy grows, we recognize that our products and services touch more and more people around the world. Of note, in 2007, GE will have more revenue from overseas than from within the United States. As we expand in developed and emerging markets, we will be continually challenged to ensure that we invest in a sustainable and intelligent way that leverages our financial, technical and intellectual resources to the benefit of our investors, employees and communities.

To some, this may seem incongruous for a public company like GE whose primary mission is to make money and deliver value to investors. We don’t agree. Many of our growth platforms focus on addressing some of the world’s most complex challenges, espe- cially as they relate to emerging markets such as India, China or Latin America. The challenges of global warming, water scarcity and energy permeate these markets and nearly every part of the world. Our early experience with ecomagination has shown us that we can develop products to address these challenges and make money in doing so. This also reflects a growing consensus among our customers that they value technology that can preserve the environment and achieve productivity at the same time.

Though we believe we are positioned well to capitalize on global trends, risks remain. Our corporate citizenship must be aligned with our business goals in order to drive future growth and better understand and mitigate these risks. This alignment also helps us deliver on our promises while answering the needs of society.

Over the past year, we greatly increased our dialogue with NGOs, members of government , community representatives and social welfare organizations. This dialogue has allowed us to better understand how our business goals can be aligned with commonly held social goals. The counsel we received helped strengthen our citizenship mission.

GE’s corporate citizenship strategy speaks to our strengths

in compliance and governance, environmental technology as well as environment , health and safety policies and practices. Those strengths must be reflected and applied in how we do business in emerging markets, a key part of our future growth and success

and an important piece of our corporate citizenship strategy. As GE brings to bear its culture of integrity and innovation in communities we serve, our expectation is that we can help to improve the quality of life for citizens, our employees and our investors.



**Jeffrey R. Immelt**

Chairman of the Board

and Chief Executive Officer, General Electric Company

----------------------------------------------------------------------------------- Supplementary Information

*The 128-year history of GE is characterized by a focus on innovation, disciplined investment , superior execution and solid delivery of performance with integrity to our shareholders, our employees and society.*

*GE people worldwide are dedicated to turning imaginative ideas into leading products and services that do more than build the bottom line. They also help solve some of the world’s toughest problems.*

---------------------------------------------------------------------------------------------------------------------

**A Letter from Brackett Denniston and Bob Corcoran**

**Dear friends,**

This past year, we signiﬁcantly increased our engagement efforts with stakeholders to help us prioritize key issues and develop our citizenship policies. We’re listening and responding to their input . We believe the future demands more collaboration, not less, and we are committed to continuing this dialogue.

The future also requires GE to remain committed to the citizenship framework we have established. The environment in which we conduct business is dynamic and challenging at times, especially as it relates to emerging markets. Our culture and our values manifest themselves through *The Spirit & The Letter* a guide that helps employees understand expected standards of conduct they face increasingly challenging operating environments. The key dimen- sions of our citizenship framework include:

• Strong economic performance over a sustained period of time

• Rigorous compliance with legal and fundamental ethical requirements

• Taking ethical actions beyond compliance to increase long-term value

This framework allows GE to identify leadership opportunities related to corporate citizenship. These opportunities are reﬂected in our consistent focus on four strategic areas in which we aspire to be leader and which remain relevant to our long-term strategy in delivering reliable growth, as well to strengthening ur citizenship performance. The four areas cover

• Ecomagination

• Compliance & governance

• Environmen, health & safety

• Emerging markets

Our 2007 GE Citizenship Report demonstrates that ecomagination, compliance and governance, and environment, health and safety are even more relevant as our business grows in emerging markets.

Emerging markets are where GE’s most dynamic growth opportunities lie and therefore are what drive many of our citizenship activities. These geographies present many daunting challenges:

• Emerging markets consume half of the world’s energy and represent 80% of the world’s population

• One billion new customers will enter the global marketplace over the next decade

• More than 1.1 billion people around the world lack access to safe water sources

• An estimated $4 trillion investment will be needed in energy, transportation, infrastructure, clean water and medical needs in emerging markets over the next eight to ten years

GE had $10 billion of emerging markets revenue in 2000. Today, we have $29 billion and could reach $50 billion by 2010. These markets include China, India, Eastern Europe, Russia, the Middle East , Africa, Latin America and Southeast Asia, and are growing at three times the global GDP rate.

Growth in these markets is being driven by several mega trends that have strong relationship to our citizenship efforts: changing demographics and their impact on healthcare, growing demand for global infrastructure, protecting the environment, conserving energy and natural resources, and building digital connections. As these mega trends unfold, they create big challenges in the areas of new infrastructure, access to energy, clean water and better healthcare for the future growth of developing countries.

GE’s global breadth, size and commitment to innovation and learning enable us to better understand emerging market challenges and reﬂect this understanding in our corporate citizenship efforts. GE’s strategy over the last ﬁve years of investing in leadership busi- nesses that respond to emerging markets and other challenges is positioning to do more than sell products. Our strategy, together with dialogue with regional stakeholders, is enabling us to tailor our products and services to understand and meet local needs. Meeting local healthcare needs with customized solutions, for example, is on strategy that is making big impact.

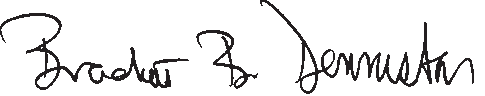
It is not surprising that ﬁve of our six business units identify issues related to emerging markets as key citizenship priority. Our goal in 2007 is to take the understanding generated by our Healthcare materiality assessment exercise conducted in 2006 and extend it to the remaining GE businesses. This will allow us to have more detailed discussion of our citizenship priorities and share the results of those discussions with you in next year’s report .

In the spirit of fostering dialogue and helping shape priorities, we implemented a Stakeholder Report Review Panel for the ﬁrst time this year, inviting an independent group of stakeholders to review and contribute to the development of this year’s report. Their letter is included in this report and their involvement will be ongoing for future reports.

As GE builds its future, we recognize that venturing into emerging markets is not without its complexities, such as ensuring the protection of human rights within our sphere of inﬂuence. While GE is uniquely positioned with its products and services to deliver and meet needs in emerging markets, we also have the ability to capitalize on opportunities in responsible way. This year’s report presents our role in emerging markets, both from business perspective of how we’re capitalizing on the opportunity through growth initiatives such as the Value Products from GE Healthcare, and from citizenship perspective of addressing the associated risks, such human rights.

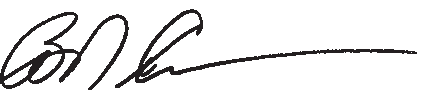
By joining peer company network, the Business Leaders’ Initiative on Human Rights (BLIHR), GE is able to work with other member companies to ﬁnd practical ways of applying the aspirations of the Universal Declaration of Human Rights within a business context and inspiring other businesses to do likewise. Last year we committed to developing a Statement of Principles on Human Rights, and we have delivered on that commitment with much thoughtful input from our stakeholders.

For GE, good citizenship is assuring that our values and focus are consistent. As we expand into new areas, we will continue to appreciate how our values and priorities apply and how we can continue to invest in a sustainable future.



**Brackett B. Denniston III**

Senior Vice President & General Counsel



**Robert L. Corcoran**

Vice President , Corporate Citizenship

----------------------------------------------------------------------------------- Supplementary Information

*GE believes that corporate citizenship is so tightly linked with integrity and performance that they become one and the same, making good citizenship a way of life at GE and a natural part of the way we work. Delivering ﬁnancial results while investing in a sustainable future is a responsibility we take seriously.*

--------------------------------------------------------------------------------------------------------- GE 2008

**Dear Friends,**

As industries are restructured, strategic engagement with government has become critical. Performance on issues such as climate change and human rights is becoming integral to value creation. At GE, we have been preparing for this — and in fact , the ability to anticipate and adapt to this reset is fundamental

to our success. We believe that business leaders who not only understand — but also embrace — this type of shift will prosper.

As a leader committed to corporate social responsibility, I have gained no solace in watching some focus on short-term

gain with little regard to commitment or accountability, a sort

of *corporate social detachment*. In a world of short-term interests and rewards, GE understands that success is profoundly about the long term, for the business, for our investors, and for our stakeholders.

We are committed to staying true to our core values in these difficult times and believe that our responsible business practices are critical in helping us and our communities to weather the storm. GE’s integrity, our experience and our focus on the social needs of health, infrastructure, energy, finance, and education position us as a natural partner in managing a sustainable economic recovery. This economic meltdown has been tough on

GE investors, retirees, employees, customers, and other important stakeholders, but we continue to focus on our core values and the long term.

In the early years of my career, I had a typical businessperson’s reluctance to seek external opinions. A reset world brings a renewed opportunity to engage. Success in tomorrow’s markets means working with stakeholders to understand, predict ,

and shape our future environment and ways of living. Tackling important problems together will require teamwork and respect. Transparency and accountability will be more important than ever.

Through this report we open the doors to GE: sharing our commit- ments and progress. But a rear-view mirror of performance is

of limited use in driving forward. Therefore, this year ’s report starts with a discussion of the challenges that lie ahead. We

do not have all the answers, but we know that the way to find them is through ongoing dialogue and debate, hard work, and decisive leadership.

One thing that is clear is that interconnected global markets remain the essential foundation for innovation, economic growth, and better lives. GE both contributes and benefits as a result

of our globalization. By integrating responsible citizenship into what we do, engaging thoughtfully with our stakeholders, and working to solve societal problems, we continue to build a better company and a better world for all our stakeholders.

Sincerely,



**Jeffrey R. Immelt**

Chairman of the Board

and Chief Executive Officer

---------------------------------------------------------------------------------- Supplementary Information

The global financial meltdown we have experienced doesn’t just represent the low point in the economic cycle; it represents a “reset .” As a result, government, business, and society must all play a role in recharging our economies, solving societal problems, and creating jobs.

--------------------------------------------------------------------------------------------------------- GE 2009

From Reset to Renewal

A Letter from Jeff Immelt

**Dear Friends,**

Change must come, requiring a new way of thinking. It requires a clear and determined plan of action. It requires candor about the troubles we face. It requires leaders throughout the economy to take command of events. And the only way to sustain a real competitive advantage is to invest in innovation and growth.

While GE is focused on the future, we also have a long heritage in citizenship. We are the oldest remaining company in the Dow Jones Industrial Average. This is not because we are a perfect company; it is because we adapt and remain competitive. We globalized the company while investing massive amounts in technology, products and services. In restructuring during the downturn, we also increased our investments, repositioning

the company and putting us on a value-creating path in a dramati- cally changed ﬁnancial services industry.

The global economy is getting better, but in the near term, consum- ers in the United States and Europe will be more focused on saving, and the emerging market will be the real engine of growth. More than half of GE’s revenue is from outside the United States, increasingly from emerging markets such as China and Brazil.

As a result , we are poised to launch more new products at more prices than at any time in our history — and we plan to sell these products in every corner of the world.

As I see it , the two biggest global challenges — and the two that may have the biggest impact on us as human beings — are clean energy and affordable healthcare.

On clean energy, we believe that wise investments and enlight- ened policies can provide us with far greater energy diversity and security while reducing global warming. We made a business decision to develop new products focussed on energy use and environmental stewardship. Solving the clean energy challenge will create broad economic opportunity — and jobs. And we’re looking to support a low-carbon economy in emerging and developing markets.

Our ecomagination commitment has created thousands of jobs at GE and in our supply chain. Governments can play a role in this leadership. For example, if the U.S. would drive a renewable energy standard of 12 percent of energy supplies coming from renewables

by 2012 — up from ﬁve percent today — it could create thousands of green jobs. And jobs are the currency of today. Whether I am in Riyadh, Paris, Delhi, New York or Washington, D.C. — the only thing that people want to talk about is who can create jobs and growth. If you can create the opportunity for commerce, not only are you more sustainable, but you are also welcomed in any region.

In the future, we can also increase affordable healthcare. GE is also a long-term investor and innovator in healthcare. Through healthymagination, we are doing all we can to improve the access, affordability and quality of healthcare. Over the next six years, we will spend $3 billion to create at least 100 healthcare innovations that will substantially lower costs, increase access and improve quality.

All of this is within our reach.

Successful companies can only create solutions to some of the world’s toughest problems by working collaboratively. Business must engage — with communities, governments, customers and each other — because the status quo is not an option. It is not only possible for a global business leader to be a good citizen, but a requirement .

GE’s impact on healthcare is not complete without a discussion of our willingness to partner, as one key aspect of renewal is a spirit of public-private partnership. Today, people want to see business and government work together, both in the U.S. and globally, to drive innovation, employment and growth. These partnerships will be the catalyst of positive growth and change. We have to engage with governments from Berlin to Washington to Beijing to Brussels to Tokyo.

Based on a commitment to integrity, a commitment to performance and a commitment to learn and grow stronger, GE is creating a better company coming out of this reset — a renewed focus that is better for GE, and also better for our world.

Sincerely,



**Jeffrey R. Immelt**

Chairman of the Board and Chief Executive Ofﬁcer

--------------------------------------------------------------------------------- Supplementary Information

In light of what many have called the Great Recession, the world is reset. Now we must lead an aggressive renewal to win the future. This year’s report, *Renewing Responsibilities,* examines GE’s partnerships with our employees, business partners and communities — in jointly tackling the world’s most complex and pressing problems. The key question is, where can GE apply its innovation, knowledge and expertise to create new products and services while helping to solve these tough problems.

---------------------------------------------------------------------------------------------------------------------

Board Member Perspective

A Letter from Sam Nunn

**Dear Readers,**

This report represents the evolution of GE’s effort to continually challenge ourselves to be more trans- parent, more accessible, and more cognizant of our impact on society and the environment. It provides a snapshot of how we are progressing on this long term journey towards sustainability in an ever-evolving global marketplace.

More than 60 percent of the world’s population is living on less than 4 dollars per day. Industrialized economies face increased job losses and severe ﬁscal and economic pressures. Globally, we face serious economic, energy, water, environmental, and security challenges.

Citizenship is not a spectator sport. Companies with global reach and impact like GE must set commercial priorities to increase shareholder value while recognizing that our business foundation rests on forward progress on public policy imperatives. GE is making a dedicated effort to develop its business strategy so that its products and services have a positive human impact and produce long-term business success.

Millions of decisions made by hundreds of thousands of GE employees determine each day whether GE is living up to its own commitments and expectations: to have a positive and sustainable impact on society and the environment .

Our public policy committee’s engagement with GE’s leadership focuses not only on its plans and actions, but also on how these plans are executed, particularly when reviewing compliance, safety, environmental, human rights, and other risks and opportunities. Our committee is reassured by management’s commitment to ethics, integrity and sustainability in its plans and execution, by management’s recognition that this commitment must be part

of the GE culture, and by management’s commitment to deliver on expectations, including healthymagination and expanded ecomagination objectives.

Most importantly, our board is reassured by the GE team’s understanding that we do not have all the answers — that there is room for improvement, and that this improvement depends on

engagement and dialogue with others. Our committee is conﬁdent that our GE team, led by Jeff Immelt , Brackett Denniston, and Bob Corcoran, fully understand that we must listen to learn and to lead. This report reﬂects this understanding and this continued GE commitment .

Sincerely,



**Sam Nunn**

Committee Chair, Public Responsibilities Committee and Member, GE Board of Directors

--------------------------------------------------------------------------------------------------------- GE 2010

**EXPERTISE**

**A LETTER FROM JEFF IMMELT**

As the Citizenship Advisory Panel highlights in this report , the challenge of sustainable and resilient growth goes beyond what can be achieved by individual projects and programs. The key problem is how to scale up solutions to meet the size and urgency of global challenges.

The ability to innovate on a large scale is what defines GE. Over the past 10 years, we have repositioned the Company to focus on providing the infrastructure and financial services that growing economies depend on, and solving the global challenges of clean energy, affordable healthcare and productivity. We have tripled the amount of revenues invested back into R&D from 2% to 6%. Through local research centers and our ecomagination and healthymagination strategies, we have developed products that

are significantly more efficient , and available at lower price points, and we have grown our business outside of the U.S. from 30% to

60% of the Company. We have done this while continuing with a commitment to high standards of integrity and social and environmental performance.

But more of the same is not enough. Sustainable growth requires solutions that go beyond the scale of individual companies, even those on the scale of GE. Nations around the world will need to

find the resources and confidence to invest in institutions

and good governance, training and skills, and infrastructure and research, to enable whole economies to transform to meet the opportunities for cleaner, greener growth. Private capital exists to fund many of these developments, but depends on the investment certainty provided by clear public policy.

We are investing in clean technologies like energy efficiency, wind and solar, nuclear, smart grid and electric vehicles, because we believe it is not a question of “if” but “when” the world will

shift toward more sustainable growth. We remain committed to nuclear as part of the overall energy mix, and we are committed to learning from all the events created by the horrific earthquake and tsunami in Japan.

As economies renew, both governments and business must tackle inequality and widen opportunity. This is an agenda we are pursuing with governments around the world. In the U.S., I am working with other leaders on the President’s Council on Jobs and Competitiveness to tackle the problem of persistent and high unemployment—and the pessimism it breeds.

The public investments needed for a competitive economy all cost money, and it is part of the corporate responsibility of business to contribute a fair share of its profits.

Our approach to citizenship is to take part in conversations on issues concerning business and society, to understand and find solutions. Taxation is an important part of the broader relationship between business, government and society, and I welcome debate.



**Jeffrey R. Immelt**

Chairman of the Board

and Chief Executive Officer

----------------------------------------------------------------------------------- Supplementary Information

In our 2008 citizenship report , I wrote about a “reset world” in which the expectations of peace and unprecedented prosperity with which we started the century had been shattered by volatility in the natural and political world and by the global financial crisis.

---------------------------------------------------------------------------------------------------------------------

**EXPERTISE**

**A LETTER FROM SAM NUNN**

The Public Responsibilities Committee, which I chair, considers trends and developments in legislation, regulation, risk management, and public debate around the world. We encourage and expect management to respond to society’s challenges, meet its expectations, and help assure that markets reward responsibility.

We review the key public policies that the Company advocates around the globe, as well as the manner in which it conducts its relations with policy makers and regulators. We seek to ensure that the practices the Company demonstrates and the positions the Company takes are aligned to its legal and ethical commitments.

Our committee is reassured by the alignment between GE’s strategy for creating sustainable value and its positions as a contributor to public policy debates. We are also reassured by management’s commitment to ethics, integrity, compliance and sustainability, and by the resources and focus dedicated to implementing these commitments. GE commitments apply everywhere the Company operates, and the performance benchmarks for every GE facility are global best practices and local legal requirements.

Our committee and the Board monitor performance, ask questions, and discuss risks related to the environment and other public policy initiatives. These relate both to GE’s 130-year legacy and to new expectations that the Company must understand as they emerge. Often, the Company operates in dynamic economies where rapid growth is putting extraordinary pressure on institutional frameworks for ensuring responsibility and integrity along supply chains and in product use. Resource-rich countries in particular have their own risks, as an abundance of natural

resources can fuel corruption, economic stagnation and conflict , rather than sustainable economic development . Adopting new technologies brings other concerns about privacy, safety, intellectual properties, and environmental impact .

As an important part of our accountability process, this Citizenship Report is about specific issues of interest to stakeholders. It is also about how GE’s products, services, and investments address

global imperatives in a way that sustains growth and long-term value for shareholders, employees, business partners and society. We hope that those who read this report will recognize GE’s commitment and effort , test our thinking, and work with us as we help create a healthy and prosperous society, and improve an innovative, creative and profitable GE.



**Sam Nunn**

Committee Chair, Public Responsibilities Committee and Member, GE Board of Directors

---------------------------------------------------------------------------------- Supplementary Information

GE’s Board of Directors holds the Company accountable for delivering long-term shareholder value. Both the Board and management recognize that the long-term interests of shareholders are advanced by responsibly addressing the concerns of other stakeholders and interested parties, including employees, customers, suppliers, GE communities, government officials and the public at large. We believe that stockholders benefit when GE helps solve global and regional challenges with profitable products, services and expertise.

--------------------------------------------------------------------------------------------------------------------

**EXPERTISE**

**A LETTER FROM BRACKETT dENNISTON & BOB CORCORAN**

The themes we have been exploring, by convening discussions between GE executives and stakeholders on issues such as conflict minerals (see page 18), resource scarcity, weak rule of law and a more volatile climate, have now moved from the margins

to the mainstream.

Creating shared value and helping to solve global problems are becoming a core benchmark measure against which businesses are judged.

Our approach to citizenship also needs to continue to evolve to ensure that we meet our own ambitions and the expectations of our stakeholders.

In particular, we need to continue to ensure that social and environmental issues are fully integrated into the way we plan, build competencies, assess risks, manage performance and direct investments, in every GE business and in every country

where we operate. This also means continuing to deepen the way we work with suppliers, joint-venture partners, customers, governments and communities to understand and respond to shared challenges.

Citizenship approach have focused on three priorities: measuring the Company’s approach against the scale and urgency of

global challenges, responding to issues material to each locality and sector where we operate, and ensuring that investors understand the link between GE’s strategy for contributing to sustainable development and creating shareowner value.

This report , and the accompanying country fact sheets, represents a snapshot of where we are in addressing these challenges.

As a business, GE is developing a more decentralized, faster and more local approach to its global business, building more integrated local teams (such as in India, where we are building “One GE” business—see page 22) and in many cases taking a “company to country” growth strategy of working directly with governments to meet local needs. Our approach to citizenship must also become more localized, and we will advance this through regional dialogues bringing together GE executives and stakeholders during 2011 and beyond.

Continuously improving the Company’s response to both global and local issues depends on listening and learning. Consulting with our Citizenship Advisory Panel is one way we seek to do this. Discussions with the panel about the future of our corporate

**Brackett B. denniston III**

Senior Vice President and General Counsel

**Bob Corcoran** Vice President , Corporate Citizenship

----------------------------------------------------------------------------------- Supplementary Information

Citizenship means business at GE.

Over the past 10 years, GE has sought to demonstrate and deepen the linkage between our role as a good corporate citizen and how we pursue opportunities to be a successful business.

--------------------------------------------------------------------------------------------------------- GE 2011

A Letter from Jeff Immelt

To many, these advances were unimaginable, especially given such a tumultuous economy. However, for a company in its third-century like GE, we imagine this and more. At GE, we consider our culture one of our most important assets, and an integral part of our culture is always asking what’s next . Today, we see real changes that can lead to growing economies, a sustainable environment and a better life for people and societies. The challenges between here and there only inspire us to think bigger and more creatively, to marshal resources and to work harder to help solve the world’s toughest problems. Doing the right thing the right way—as you will see in the pages of this report—is how we define Citizenship.

As in previous years, this report includes a lot of information on a wide range of topics, from greenhouse gas emissions and water use to revenues and supply chain audits. The bulk of the report is focused on three areas: People, Planet and Economy. You’ll see discussions about how we are working with partners and customers and helping them to succeed. You’ll read about our continuing progress to reduce GE’s own emissions and resource consumption, and how we help our customers do the same. You will learn about our efforts to create jobs, build sustainable businesses and tackle healthcare challenges all over the world. Ultimately, this report reflects our

belief in a better way, our relentless drive to invent and our commitment to help make the world work better.

As we work in 2012 and beyond, we’re excited about delivering more efficient energy solutions, improving access to quality healthcare at lower cost , making it easier and more efficient to move people and resources to where they are needed, and contributing to stronger and more resilient economies and communities.

Building, powering, moving, curing. It’s what the world needs. It’s what we do.

Thank you, and I hope you enjoy the report .



**Jeffrey R. Immelt**

Chairman of the Board

and Chief Executive Officer

----------------------------------------------------------------------------------- Supplementary Information

A lot has changed since we began our corporate citizenship reporting eight years ago. We live in a global economy that is defined by its volatility, but at the same time, we have seen amazing changes that will forever affect our future for the better. Cleaner technologies. Increasing reserves of cleaner fuels. Stunning medical breakthroughs. Rapidly growing access to better goods and services in developing markets.